City of Las Vegas

Strategic Plan Priorities - Key Performance Indicators
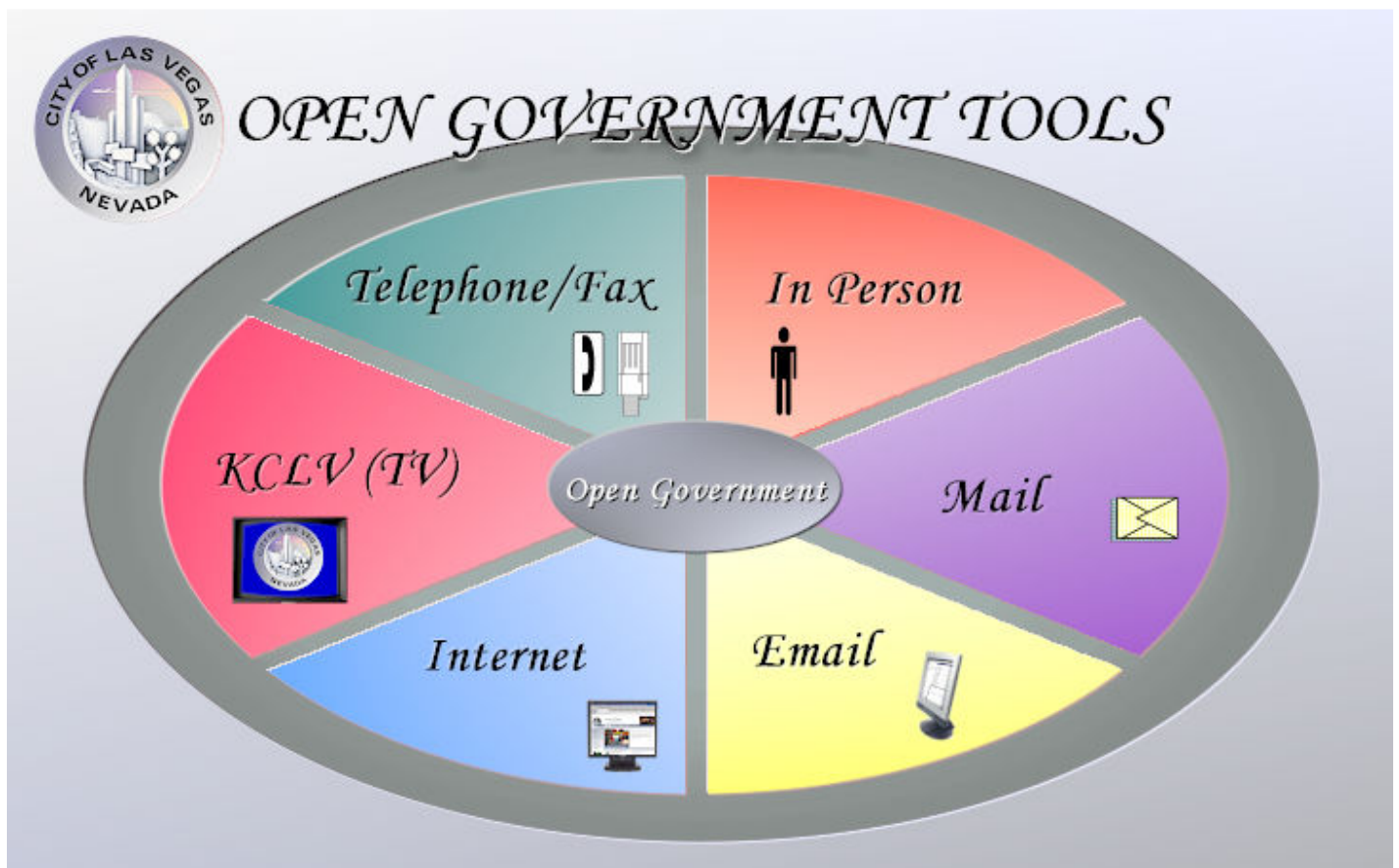
Priority VI:
Provide an open government which allows access,
participation, and respectful communication.

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The city has a goal of promoting open government, which entails enhancing democracy; making processes more accessible; leveraging citizen participation in public policy decision-making; increasing transparency and accountability and making government more accessible and aligned to its constituency.

This goal is being accomplished by utilizing a host of transformational tools to allow businesses and the general public to communicate and access city services in more effective and efficient ways then ever before. Government's role is changing at an incredible pace. This process can improve our lives and make our city better. The city of Las Vegas is responding to the demands of its citizens and businesses to make access, participation and communication with its services efficient, responsible and trustworthy.

The city is employing several tools and technologies to enhance the ability for citizens and city government to communicate and conduct business in an expedient and effective manner. These tools include KCLV, Cable channel 2, the city's new Internet site and automated telephone systems, all of which allow the city to communicate and deliver city services in a more customer-friendly and service-oriented approach.

Key Performance Indicators

All departments in the city are charged with meeting the priority of open government. In particular, the Office of Communications, the Departments of Information Technologies, Human Resources, Neighborhood Services and Leisure Services, in conjunction with the city Managers Office, have identified specific Key Performance Indicators (KPIs) to assist them in this endeavor. The data gathered and contained in this report has helped these internal business units to gauge where resources are best allocated and how services will be impacted in meeting this priority. Data was compiled for the following Key Performance Indicators:

- KCLV viewer satisfaction

- KCLV local market penetration

- The cultural, ethnic and language diversity of citizens accessing KCLV

- Customer Relationship Management (CRM) program call resolution

- Online services adoption

The city is preparing to conduct a comprehensive survey in 2007 to improve our overall effectiveness in all levels of communication with the public, including how we reach across cultural, ethnic and language barriers.

> **Factoid:**
> **Definition:** Key Performance Indicators, also known as KPI or Key Success Indicators (KSI), help an organization define and measure progress toward organizational goals. Key Performance Indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.
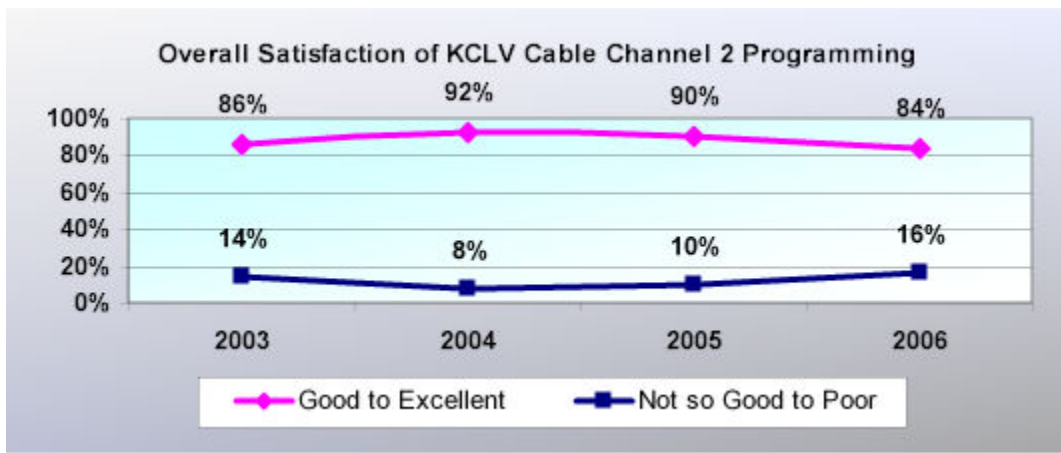
Key Performance Indicator 1

KCLV Viewer Satisfaction
KCLV operates 24 hours a day, seven days a week. The staff of KCLV produces a number of original shows including *City Scene*, *Access City Council*, and *Town Hall* featuring live calls to Mayor Oscar B. Goodman. The station is supported entirely by cable fees, not tax dollars.

Each year, a random survey consisting of about 500 Las Vegas residents who subscribe to Cox cable is conducted over the telephone. This survey helps us understand how we are doing at KCLV.

Of those surveyed and who watch KCLV, about 90% over the past four years say the programming is good, very good, or excellent.

Overall Satisfaction of KCLV Cable Channel 2 Programming

	2003	2004	2005	2006
Good to Excellent	86%	92%	90%	84%
Not so Good to Poor	14%	8%	10%	16%

Factoid:
KCLV-produced TV programs include City Beat, Las Vegas City Scene, Las Vegas Town Hall, Flood Channel, City Council and Planning Commission meetings.

Additional local partnered programming includes *LVMPD Briefing Room, Eye on Nellis, Water Ways, Community Calendar, NASA SCI Files, Earth Revealed, Small Business 2000, You're the Chef, Power of Place, Exploring the World of Music, On the Move, Connie Martinson, Navy/Marine News, Project Gimme Shelter, SHAMU TV, In2Film, Classic Arts, Health Matters, Health and Home, Unseen Life on Earth, Water Ways, Education News, City Cinema*
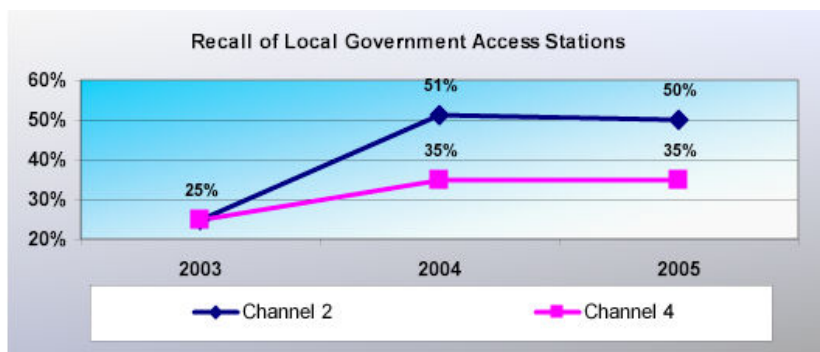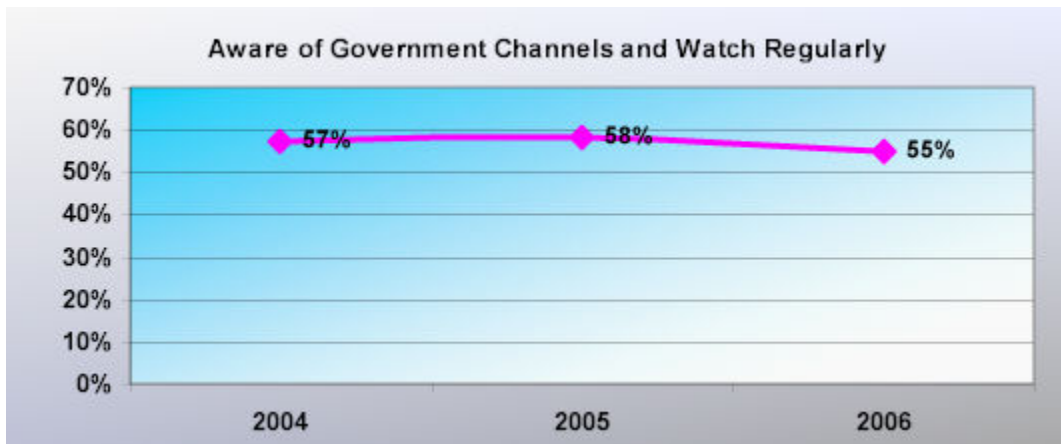
Key Performance Indicator 2

KCLV Local Market Penetration
It is important to understand that government access television's purpose is very different from commercial TV. Unlike commercial television, whose primary goal is to generate a profit, government access television's primary purpose is to provide a means of open and accountable government. This is accomplished by informing citizens about their government, offering them an opportunity to be involved in governmental decisions as well as easy access to their elected officials, public meetings and community activities.

This year 47% of citizens are aware of KCLV by channel number.

Citizen Awareness of KCLV by Channel Number

Year	Awareness
2002	44%
2003	56%
2004	45%
2005	54%
2006	47%
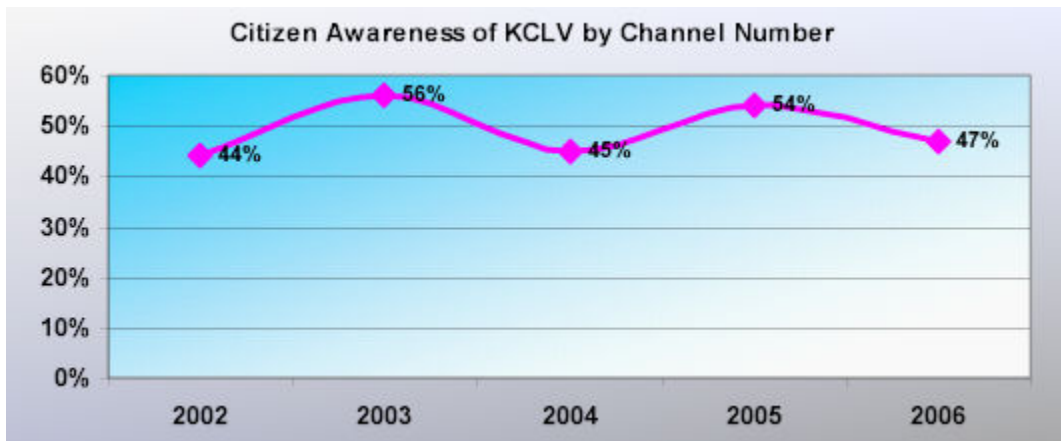
Of those city citizens that are aware of KCLV by channel number, 55% watch KCLV on a regular basis.

Aware of Government Channels and Watch Regularly

Year	Percentage
2004	57%
2005	58%
2006	55%

Recall of Local Government Access Stations

Year	Channel 2	Channel 4
2003	25%	25%
2004	51%	35%
2005	50%	35%

**Factoid:** Comparison of awareness of KCLV vs. other local government access channels.

Key Performance Indicator 3

Percentage of Cultural, Ethnic and Language Diverse Citizens Accessing KCLV
It is important to the city that citizens of diverse cultures, languages and ethnicity have access to, and utilize, city services. Although the city will be conducting an annual survey this year to gain a more thorough understanding of our effectiveness in communicating with the public, we have found that viewership of KCLV does indeed reach across diverse ethnicities and languages.

The difference in percentages between non-English languages spoken at home and race/ethnicity varies from the viewership of KCLV by less than three percent.

Language spoken in the household
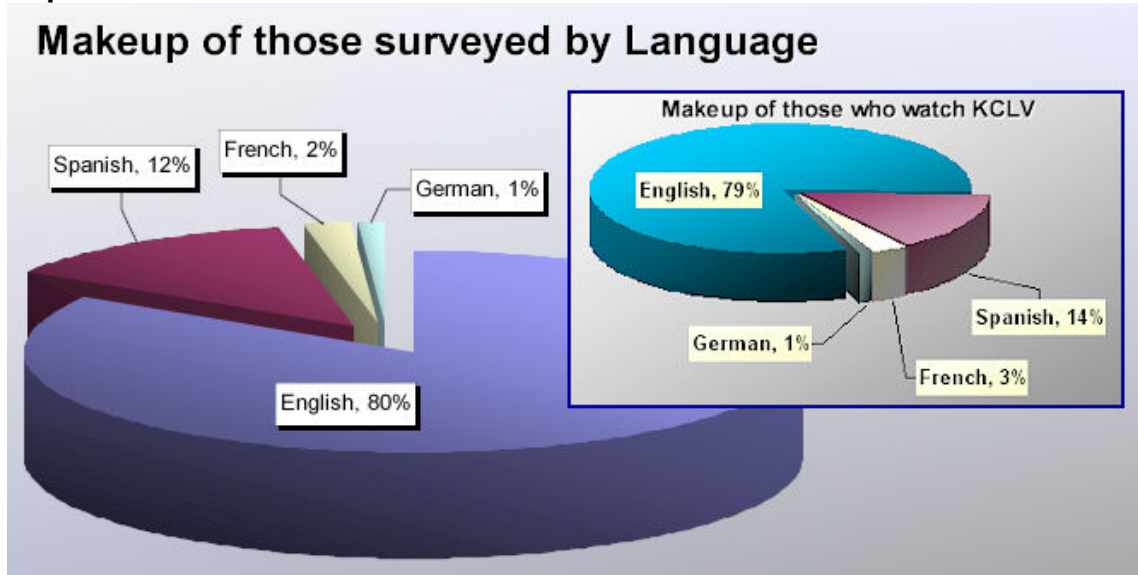
The total percentage of viewers surveyed by language compared with total percentage of language variation watching KCLV showed that there was no significant difference.

Viewership by Race/Ethnicity
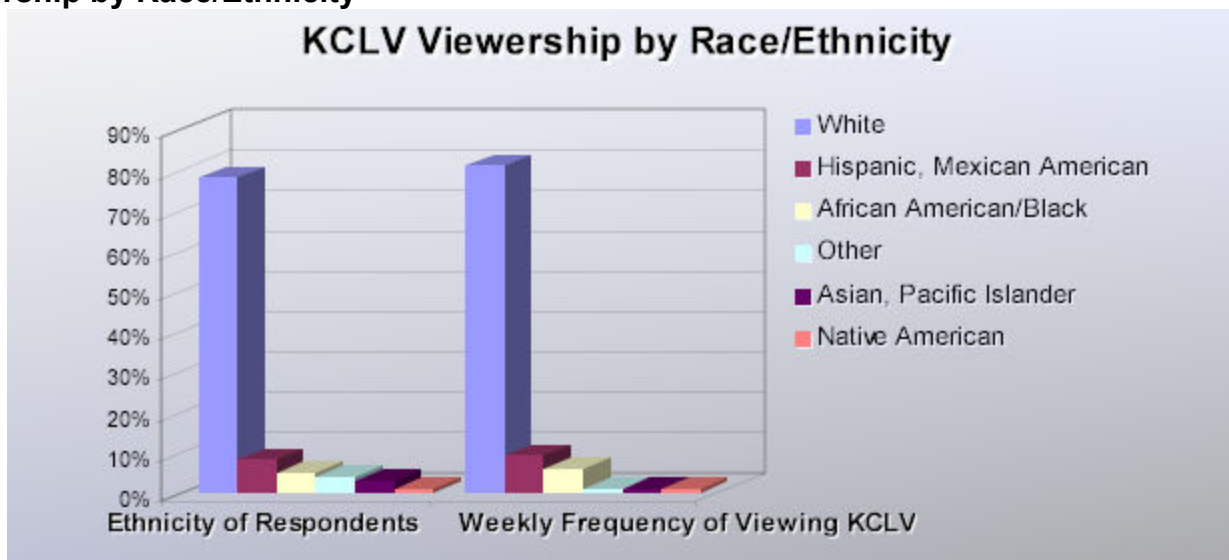
Similarly, race/ethnicity variation among respondents was found to be in agreement with KCLV viewership.

Key Performance Indicator 4

Online Services Adoption
The city has recognized and acted on opportunities to deliver city services through the Internet and automated telephone systems. In the past, many city services required citizens to come to a city facility during business hours to conduct transactions such as attending traffic school, scheduling a building inspection, or looking for a lost pet at an animal shelter. Providing these services online or through automated telephone systems in addition to walk-up service adds convenience, lowers costs, improves quality and expands the service day to 24/7.

There has been an 81% increase in usage of interactive online tools to conduct city business during the past fiscal year.
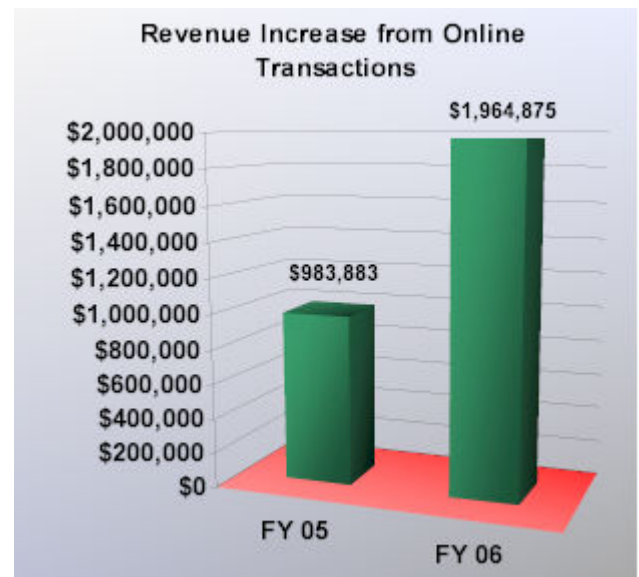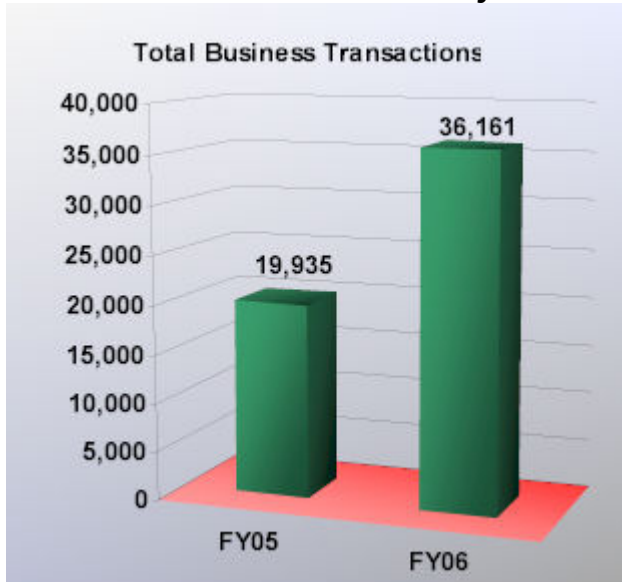
These transactions consist of sewer and parking citation payments, traffic school attendance, scheduling building inspections, as well as numerous customer service requests and complaint inquiries. Although there was an 81% increase in actual transactions, there was a 99.7% increase in revenue collected from online services.

> **Factoid:** Processing a piece of paper costs a government agency $5 on average. Generating that same form electronically costs only $1.65 on average; the savings come from labor, postage, paper, and equipment costs, according to a Gartner Group study. A recent study released by Deloitte Research shows that the savings to citizens is even greater.

Six ways that online initiatives have enhanced the delivery of city service:
- provide information in one easy-to-access location;
- simplify and streamline reporting requirements;
- reduce the number of forms;
- make transactions (paying fees, obtaining permits) easier;
- help businesses understand what regulations apply to them; and
- allow transactions to be processed less expensively

The redesign of the site was based on usability best practices and employing the revolutionary approach of presenting functions while de-emphasizing departments.

Since the redesign of the city's web site, average statistics include:
- 205,046 visitors a month
- 2.11 average visits per visitor each month
- 14,222 average visits per day
- 8,524,635 hits (clicks or activity) per month

From the city's web site, one may:
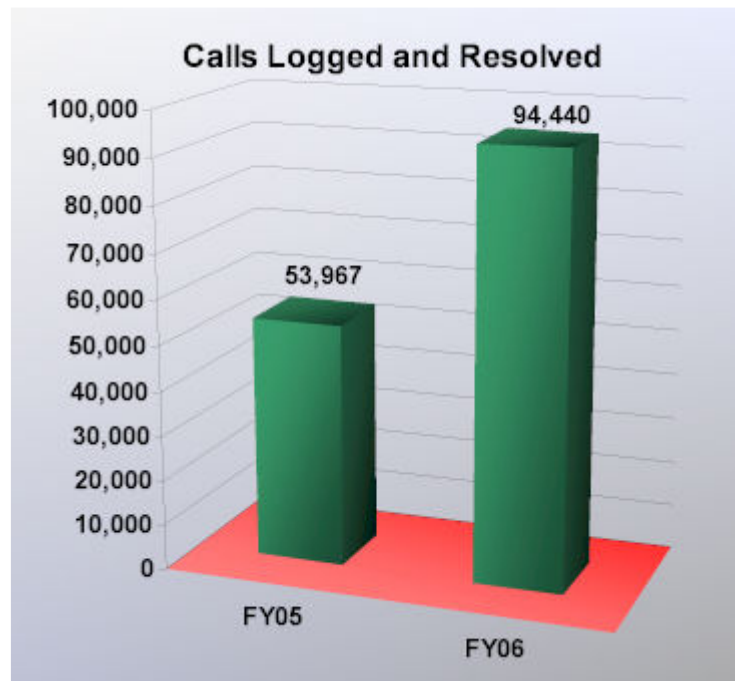- **Apply for:**
  - Jobs
  - Licenses
  - Permits
  - Planning applications
  - Grants
- **Find:**
  - Emergency information
  - Maps
  - Parks and facilities
  - Pets (missing or adoptable)
  - Recreational or cultural activities
- **Check status of:**
  - Building permit
  - Development application
  - Plan review
- **Pay:**
  - Property tax
  - Sewer bill
  - Tickets or citations
- **Register or enrole:**
  - Activities or classes
  - Corporate challenge
  - Traffic school
- **Request help with:**
  - Animal control
  - Business license
  - Child care license
  - Neighborhood Problem
  - Parking enforcement
  - Sewer billing
  - Street or sewer services
  - Traffic control
  - Traffic signals, signs, lighting or pavement markings
- **Schedule::**
  - Inspections
- **Watch:**
  - City Council and other city meetings
  - Business development videos
  - Fire recruitment videos
  - Public safety shows
  - Public service announcements
  - Channel 2 live or on demand
  - Traffic Cameras

Key Performance Indicator 5

Citizen Relationship Management (CRM) Program Call Resolution Trend Analysis

The city's Citizen Relationship Management (CRM) tool is an application used by the city to manage our interaction with citizens by tracking and resolving requests for services or by responding to complaints. Information is analyzed and used to manage the internal workflow so citizen requests do not "slip through the cracks." The data may be analyzed to improve processes to make them more efficient or to identify problem areas. Our CRM processes are often used to automate what were previously manual processes, which allows city staff to gain access to information accurately and to provide services more quickly and efficiently.

From fiscal year 2005 to fiscal year 2006, usage of the city's CRM to resolve citizen calls for service has risen 75%.

Calls Logged and Resolved

100,000	94,440
90,000	
80,000	
70,000	
60,000	53,967
50,000	
40,000	
30,000	
20,000	
10,000	
0	
FY05	FY06

Factoid: There are over 60 different types of calls for which the system keeps track. Some of the types of complaints or requests for service that the city's CRM manages are calls for graffiti removal, code violations and applications for business licenses and rezoning.

Future Measure

Citizen Survey

The city uses a variety of means to communicate with our citizens. To better understand how those efforts are working as a whole, the city will conduct a comprehensive survey in 2007. The questions will be simple and direct. We'll ask things like:

- Have you interacted with the city of Las Vegas?
- Are you satisfied with those interactions?
- How can we better provide information you need?

The survey will help us understand our overall effectiveness in all levels of communication with the public — including how we reach across cultural, ethnic and language barriers.

Validation

Communicating with citizens of the 21st Century, using 21st Century methodologies.

This concept is at the heart of the city's goal to provide a more open government. For more than seven years now, the city Council has directed city staff to create an environment in which citizens do not merely have access to information and services—but also communicate freely with the city. This two-way communication, or dialogue with the citizens, is reflected in the Strategic Plan as Priority 6: to provide an open government which allows access, participation and respectful communication.

The city of Las Vegas has been a leader in this effort, using the latest technologies. From government access television programming, complete with live call-in shows such as *Las Vegas Town Hall*; to an easy-to-navigate Web site, residents and tourists can quickly find out what's happening at the city from virtually anywhere.

Citizens can peruse council agendas and look at council meeting videos on the city's web site, or schedule building inspections and sign up for leisure classes using our effective automated phone system.

For efforts like these, the city has won numerous awards. In 2006, our web site was named one of the top four government sites in the nation by the Center for Digital Government.

Our e-newsletter, *Net News*, took second place in a national competition by the city-County Communications and Marketing Association.

And the city's TV station, KCLV Channel 2, has won dozens of first place national and regional awards, including being named *the best government access channel in the nation* by the Beacon Foundation (3CMA).

The city of Las Vegas is committed to constant and unending improvement in providing an open government that allows access, participation and respectful communication for all.

2006 Awards and Recognitions

- **Introduction into the Nevada Broadcasters Hall of Fame:**
  - Nancy Byrne
  - Charles Hosmer-McGraw
  - David Riggleman
  - Shari Singer

- **Southern Nevada Human Resources Association:**
  - First place, Best Diversity practices for Local Government

- **Center for Digital Government**
  - Fourth best city Web Site nationwide (with IT)

- **City-County Communications and Marketing Association (3CMA) Award**
  - First Place Savvy Award for Promotional Video, *The Remote*
  - Silver Circle Award for *Net News* Electronic Newsletter (with IT)

- **Cable Access Guild Beacon Awards**
  - First Place for best storytelling, *D-Day Hero*
  - First Place for best talk show, *Las Vegas Town Hall*

- **Public Relations Society of America**
  - Tri-State Pinnacle Award of Merit for the city of Las Vegas Web Site

- **National Association of Telecommunications Officers and Advisors (NATOA)**
  - NATOA National, second place, for Public Service Announcement, *Black History Month*
  - NATOA National, third place for Community Event Coverage, *Fallen Officer*
  - NATOA, Honorable Mention for Special Audience Segment, *Ten-Point Plan*
  - NATOA Regional, First Place for documentary, *Fallen Officer*
  - NATOA, Regional, Second Place for Public Service Announcement, *Black History Month*
  - NATOA Regional, Second Place for documentary, *D-Day Hero*
  - NATOA Regional, Third Place for overall KCLV station excellence